

TOWN MANAGER EVALUATION

FY2012

Select Board Member: COMPOSITE

For the purposes of this document, the evaluation terms shall be defined as:

Commendable = Performance surpassing reasonable expectations

Satisfactory = Performance meeting reasonable expectations

Needs improvement = Performance below reasonable expectations, with improvement likely

Unsatisfactory = Performance below reasonable expectations, with improvement unlikely

Unable to judge = Insufficient information available for evaluation (Please explain)

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
<u>FISCAL MANAGEMENT</u>						
Annual Expectations						
1. Plans and organizes the preparation of an annual budget.	100%					
2. Prepares budget in conformance with the Select Board's Budget Policy Guidelines memo.	100%					
3. Plans, organizes and administers the adopted budget within approved revenues and expenditures.	100%					
FY12 Goal						
4. (FY12 Goal #1) The Town Manager shall develop specific recommendations for consideration by the Select Board to address the ongoing revenue challenge, to include: a. generating new revenue; b. reducing expenses through efficiencies in Town structure and service delivery, including regionalization of services where appropriate; c. negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support, and mindful of the stagnant economy and conservative projections for the next few years; d. pursuing an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.	70%	30%				100% rating of Satisfactory or above for fulfillment of this performance goal.
<u>RELATIONSHIP WITH THE BOARD AND TOWN MEETING</u>						
Annual Expectations						
5. Makes professional recommendations to the Board on items requiring Board action.	80%	20%				

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
6. Interprets and executes the intent of Board policy.	80%	20%				
7. Maintains a professional, impartial and effective working relationship with the Board.	100%					
8. Presents to Town Meeting with thorough preparation and clear communication.	100%					
FY12 Goal						
9. (FY12 Goal #6) The Town Manager shall keep the Select Board fully informed by: a. responding to and initiating improved communication efforts; b. recognizing that any issue or change that directly or significantly impacts the community falls within the Select Board's authority to provide feedback; c. allowing the Select Board opportunity to provide feedback on policy/practice initiatives and changes before implementation; d. involving the Select Board in the determination of collective bargaining strategies for the current contract process, and keeping us updated on its progress; e. ensuring that all members of the Select Board are aware of anything significant before it appears in the newspaper.	72%	28%				100% rating of Satisfactory or above for fulfillment of this performance goal.
<u>LONG RANGE PLANNING</u>						
Annual Expectations						
10. Maintains a knowledge of new technologies, systems and methods, etc. in relation to Town services.	40%	60%				
FY12 Goals						
11. (FY12 Goal #7) The Town Manager shall provide the Select Board with a detailed assessment of Town-owned buildings regarding their current use, and anticipated future benefit and liability. He will make recommendations on whether or not it is in the Town's best interest to maintain ownership of each one. If any recommendations are to repurpose a building or not maintain its ownership, he will suggest how best to proceed.		20%	40%	20%	20%	Ratings, as clarified by comments, reflect different ways of noting that goal has not yet been fulfilled.
12. (FY12 Goal #8) The Town Manager shall help Amherst become a greener, more sustainable community by initiating and advocating for new "green" efforts and programs, and he shall inform the Select Board and the community about these	100%					100% rating of Commendable for fulfillment of this performance goal.

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
efforts and their results.						
13. (FY12 Goal #9) The Town Manager shall create, through consultation with each department's staff, a recommended staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs. This will provide a framework for prioritizing recommendations for future hiring. Such future recommendations should address the full cost of each position, including post-employment benefits.	10%	40%	20%		30%	Ratings, as clarified by comments, reflect different ways of noting that additional clarity is needed as to what shared expectations and intentions are for this goal for next year.
<u>STAFF AND PERSONNEL RELATIONS</u>						
Annual Expectations						
14. Models sound personnel procedures and practices in oversight of human resources function.	70%	30%				
15. Leads, directs and develops Town staff.	40%	50%	10%			
16. Develops good staff morale and loyalty to the Town.	10%	80%	10%			
17. Recruits and assigns the best available personnel in terms of their competencies.	80%	20%				
18. Leads the negotiations of labor contracts representing Town interests and Board guidelines.	80%	10%	10%			
FY12 Goals						
19. (FY12 Goal #4) The Town Manager shall make high staff morale a priority. Efforts shall include: a. increasing communication between himself and staff at all levels, in order to inform, engage and solicit feedback; b. encouraging a workplace culture of civility, mentoring and receptivity to new ideas and innovations for improved service delivery.	20%	60%	20%			80% rating of Satisfactory toward fulfillment of this performance goal; comments indicate that attention to this area is needed.
20. (FY12 Goal #5) The Town Manager shall conduct an assessment of the Town's Human Resources needs and capabilities, in order to determine how well we are recruiting, hiring, retaining and supporting Town staff, and how aligned we are with best practices in the human resources field. The Town Manager shall inform the Select Board about the assessment results and his plan to address any necessary changes.	60%		20%		20%	Ratings, as clarified by comments and discussion, reflect different ways of noting that the formal assessment is still pending, but that there have been positive indicators in this area.

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
<u>COMMUNITY and INTERGOVERNMENTAL RELATIONS</u>						
Annual Expectations						
21. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in employees coming in contact with the public.	60%	40%				
22. Represents the Town to media as Chief Public Relations spokesperson on Town government issues.	100%					
23. Maintains awareness of developments and plans in other jurisdictions, including the colleges and university, that may relate to or affect Town government.	100%					
FY12 Goals						
24. (FY12 Goal #2) The Town Manager shall continue to strengthen relationships with UMass and the Colleges, for concrete progress in areas that improve the community's quality of life by: a. mitigating the impacts of a significant student population: on neighborhoods, on demand for public safety resources, on parking and traffic issues, and so forth; b. compensating for the significant amount of non-taxable property; c. pursuing issues of mutual benefit to the Town and the academic institutions	67%	20%	7%		7%	87% rating of Satisfactory or above for fulfillment of this performance goal. <i>(Percentages exceed 100% due to rounding.)</i>
25. (FY12 Goal #3) The Town Manager shall actively engage the community to: a. provide information about Town successes and challenges, and to seek support for initiatives that address the latter; b. gather information about strengths and weaknesses of municipal service delivery	47%	47%	7%			94% rating of Satisfactory or above for fulfillment of this performance goal. <i>(Percentages exceed 100% due to rounding.)</i>